

PAPER NAME

The effect of strategic management and organizational commitment.pdf

AUTHOR

Rustamadji Rustamadji

WORD COUNT

8644 Words

CHARACTER COUNT

48544 Characters

PAGE COUNT

14 Pages

FILE SIZE

330.8KB

SUBMISSION DATE

Mar 3, 2024 10:46 PM GMT+8

REPORT DATE

Mar 3, 2024 10:46 PM GMT+8

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The effect of strategic management and organizational commitment on employees' work achievement

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CHRONICLE

ABSTRACT

Article history:

Received: October 7, 2018
Received in revised format: November 29, 2018
Accepted: December 16, 2018
Available online: December 18, 2018

Keywords:

Strategic management
Commitment
Work achievements
Muhammadiyah
Indonesia

This study examines the effect of strategic management on work performance through organizational commitment, and the influence of strategic management and organizational commitment on employee performance who worked at Muhammadiyah University of Indonesia. The sample used according to the calculation of cluster sampling probability proportionate to size model (PPS) with the formulation of Slovin which yielded 386 employees at 12 muhammadiyah universities in Indonesia. The developed instrument combines part of the existing questionnaire related to strategic management, organizational commitment, and work performance, using the Likert Method of Successive Interval (MSI) scale. The data were analyzed by regression equation using SPSS 21 software. The findings of this study concluded that strategic management and organizational commitment affect the performance of employees. Moreover, strategic management along with organizational commitment affect the performance of employees. Finally, the effect of strategic management factors under the title of understanding of planning, adequacy to company, and utilization along with organizational commitment is observed positive on the work achievements. For the better understanding, the effects of these factors should also be observed as presented through regression findings of the study. Based on such findings, it is suggested that management of the selected universities should consider the integration between strategic management, organizational commitment, and work achievements.

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1. Introduction

To deal with the rapid growth and increasing competition in the economy, business firms are forced to focus on the commitment from their employees (Hanaysha, 2016). Competition is also happening in the business world of education. Teachers and education personnel as employees of the universities play essential role in developing the ability of universities for better competition. Employees as human resources provide competitive advantage and flexibility in competition (KoC et al., 2014). Those employees who are highly committed and very much loyal towards the organizations play their significant role for the achievement of organizational objectives (Karim & Rehman, 2012). The reason behind this phenomenon is that employees with greater level of commitment are more productive, efficient, and pay more attention towards their obligations in the business and operations, hence more satisfied with

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their jobs. Besides, those employees having more commitment level have their emotional attachment with the firms and contribute in a better way. Those employees who are more attached with the business, tend to take low leaves and very low rate of absenteeism from their work, and very well motivated towards their jobs (Sahoo et al., 2010).

The factors under the title of organizational commitment and the level of satisfaction from the job are influenced by compensation and benefits factors (KoC et al., 2014). Since the most important role in the realization of specific targets is given to humans, the achievement of the organizational objectives and activities depends on the presence of employees, who are closely tied with the values of the organization and are satisfied with the work (Bhowmick et al., 2012; Esia-Donkoh et al., 2015; KoC et al., 2014; Pratama et al., 2016; Vahdany & Gerivani, 2016; Wijayanto & Sumarwan, 2016; Mulyono & Wekke, 2018; La Fua et al., 2018).

The idea of empowering the employees is associated with the concept of strategic development based on the work force, technology, information management system, reward system and overall working efficiency of the employees. Those workers who are more concerned towards the organization through their dedication play the key role for the organizational success. Such factors can lead to the achievement of desired results, more accountability from the management, risk taking approach of the firm and low waste of the available resource for the enhancement of organizational performance. Besides, team working performance has some significant outcomes because of the commitment from each employee in the business, based on the individual and team-based skills and competencies (Sahoo et al., 2010; Das et al., 2011). The factor of employee's empowerment can develop the atmosphere of change in the organization.

The rapidity of competition also brings about evolution in planning and thought processes to defend the organization and win the competition (Zafar et al., 2013). The performance of the business organizations in economic competition depends heavily on the quality of management through the adoption of appropriate strategic management. Previous research on employee performance shows that practices conducted by the management have a positive impact on employee performance (Assimos et al., 2016; Chan et al., 2006; Singh Sandhu et al., 2011), but more specific research on work performance and influencing factors have not been widely studied. Strategic management in an organization has an important role in an organization (Taufiqurrahman et al., 2016). The idea of strategic management can be explained as the core process which can help the business organization increase the chance of success in the market place. This study examines the effects of strategic management on work performance, the influence of organizational commitment to work performance, and the influence of strategic management and organizational commitment to employee performance.

2. Literature review

2.1 Overview of Strategic Management Theory and Development

As per the review of exiting literature, the concept of strategic management is considered as the overall strategic process through which organizational goals can be achieved, based on the developed plans and procedures (Muogbo, 2013). It is also entitled as the combination of diversified planning, based on the formulation of business strategies, their implementation and finally the evaluation of the results. According to Bondad-Reantaso et al. (2005), Elbashir et al. (2011) and Raduan et al. (2009), it is expressed that strategic management supposition can be developed through overall system in the business, its integration with the department, and information technology as well. Some other scholars in the field of business management have argued that business firms are working through strategic planning under the title of resource-based view, and contingency based view.

According to Ansoff and McDonnell (1990), the idea of resource based view is highly recommended for the purpose of strategic management process which entails that overall business strategy is based on the proposed methodology. Meanwhile, it is also expressed that business strategies are of the core interest of the managers who are constantly working for the wellbeing of the business organization. Meanwhile, according to Pearce et al. (2000), the indication of resource based view is also presented and empirically examined. They suggested the fact that possibility to apply the resource-based view is linked with the management of the business along with long term planning. Meanwhile, in other studies, the concept of strategic management is highly recommended for the organizational success as they have proposed a method for the managers to work for the more success of the business (Bryson et al., 2007; Halder & Chandra, 2012; Dumbu, 2014; Pan, 2014; Esia-Donkoh et al., 2015; Jayakumar, 2016; Verma et al., 2018; Kweka & Ndibalema, 2018). It is defined that organizational capabilities can be integrated through the level of aspiration from the team, responsible for operational procedure. It is observed that RBV approach is very much meaningful for both the public sector and private sector organization and can strategically work for the sound business results. To deal with the industry and business dynamics, the key factors are the organizational culture, management involvement in the organizational improvement and finally the organizational learning.

In their study Brown (2005) explained the fact that strategic management development can act as a key changer at strategic management level, which can in return contribute towards the generation and adoption for the new strategic management process. It is explained that through strategic management, business firms are getting more step towards the achievement of its objectives and solving various issues, at the same time (Fiegenbaum & Thomas, 1990). Such trend can help to reduce the organization conflicts among the employees. Meanwhile, the development and emergence of strategic management can increase the level of commitment by the employees. The factor of strategic management and its process can be explained through understanding of the planning through ease of understanding, sequence of the process, people involved in each process, and interaction and commitment from the employees (Vahdany & Gerivani, 2016; Wijayanto & Sumarwan, 2016; Al-Fadley et al., 2018; Ghanney, 2018; Mone & London, 2018). Another factor of strategic management is adequacy of the strategic planning to the company which covers the practicality of the process, monitoring & reacting quickly, and finally the adoption of the process (Vahdany & Gerivani, 2016; Fernández-Muñiz et al., 2017; Owagbemi, 2018; Masciantonio & Berger, 2018). The third factor for strategic management process is utilization, which can define through commitment from its executors, valuable information, focus on the business, and devise of strategies.

2.2. Hypothesis Development

Research on strategic management mostly leads to the personal attitude of employees as an individual part of the organization and the organization itself in its characteristic scope. Based on the development of the hypothesis can be drawn a hypothesis that is:

H_1 = Strategic management influences on employee performance.

2.3. Overview of Organizational Commitment Theory

As per the argument from the study of Meyer et al. (2002), organizational commitment can be explained through the factors of strong acceptance and trust to achieve the strategic objectives, wiliness to work for the betterment of the organization, and finally working with the strong desire. Meanwhile researchers have explained the fact that organizational commitment can be defined through three different states such as psychological, which deals with the mindset of the individuals and increase the mental association with the firm. Such situation also covers the decisions regarding retention by the employee in the firm and employees experience can be analyzed through their level of motivation in the firm (Shaw et

al., 2003). In addition, the level of affective commitment can be explained through significant engagement from the employees under the title of emotional attachment with the specific organization. Such idea covers through effective and persistent commitment by the employees with the organization (Meyer & Allen, 1991). For achieving long run organizational commitment, effective communication is very much necessary between the employees and various departments in the firm. They also argued that employee's commitment to the firm can increase the retention level, the level of productivity and the overall operational efficiency. Besides, some other scholars found that employees' identification is reflected through organizational goals being achieved and their overall contribution in achieving those goals (Ali et al., 2011; Deepthi et al., 2016; Jayakumar et al., 2016; Vahdany & Gerivani, 2016).

According to Meyer and Allen (1991), organizational commitment and leaving the organization have been analyzed. They explained the fact that if the employees of the business face higher level of risk, then they are more committed towards the organization. However, it is also observed that continuous commitment with the organization can lead to the better organizational performance with the promotional opportunities for those who are associated to it (Akhtar & Tan, 1994). Based on the above discussion, both theoretical and empirical, it can be concluded that employees with significant and effective commitment with the business firm are of the center in relationship with the organization as they feel to obtain more benefits from the firm in any format (Bentein et al., 2005). The factor of commitment can be survived as employees must pay as per the contribution in the success (Meyer et al., 2002).

The following hypothesis can be developed based on the existing discussion.

H₂ = Organizational commitment influences on employee performance.

2.4. Overview of Employee Performance Theory

Organizational results indicate the achievement of the employees; however, the employees' behavior can also be viewed to reflect this phenomenon. Employee performance explains the overall achievement and various measures have predicted this idea (Armstrong & Baron, 2000). For instance, productivity, efficiency, effectiveness and profit along with the quality of the products are some useful dimensions for organizational achievement (Teece et al., 1997). While the factor of efficiency is assumed as the achievement of getting more output with less amount of input during the operations (Kotler et al., 2002). The overall management of the company is responsible for ensuring the fact that the organization are working regulatory and continuously to achieve high levels of performance (Daft et al., 1988). Consequently, business managers must set the desired level of financial or non-financial outcomes for their firms. This responsibility can be accomplished by setting the objectives and standards that can be measured the performance of everyone. This management process encourages employees to engage in corporate planning, and therefore participates by having a role in the overall process that creates motivation for high levels of performance. Previous research on worker productivity has shown that employee performance is higher in workers who are happy with their work and satisfied with management is easy to motivate employees to perform high (Kreitner & Kinicki, 2007).

Meanwhile, organizational commitment is often characterized by the psychological and emotional attachment of employees to the organization (Meyer et al., 1990). Theoretically, commitment to an organization is logically related to the quality of the relationship between the employee and the organization. Generally, employees are committed to an organization because their work is satisfying and fun. From that perspective, a study conducted by Bateman and Strasser (1984) that can show that organizational commitment is the main goal of job satisfaction. It also means that the sphere of influence between job satisfaction and commitment can be interactive. Commitment in the organization is manifested in many ways including: a). Shared goals and values, b). The desire to remain with the organi-

zation, c). Appreciate the benefits realized by employees. D). Feelings must remain in contractual relationships with the organization only because employees must stick to an attitude or moral perspective (Bryson, 2018).

H₃ = Strategic management and organizational commitment simultaneously affect employee performance.

3. Methodology

3.1. Measures

The sample used in the calculation of cluster sampling probability proportionate to size model (PPS) with the formulation of Slovin (Omwenga, 2016) obtained 386 employees at 12 Universities of Muhammadiyah in Indonesia. The developed instrument combines part of the existing questionnaire related to strategic management, organizational commitment, and job performance, using a Likert scale ranging from one to five using the Method of Successive Interval (MSI) (Omsa et al., 2018). The strategic management questionnaire was made with guided questionnaires once used by Wheelen, et al. (2015) with a total of 28 questionnaires. Measurement of each statement with five Likert scales, i.e. (1 = very unsatisfactory, 5 = very satisfactory), with Cronbach's Alpha value of 0.958. Organizational commitment questionnaire was created by modifying questionnaires used by Khorram Niaki and Nonino (2017) consisting of three dimensions of affective, continuity, and normative with a 18-item questionnaire. Likert scale size, i.e. 1 = strongly disagree, up to 5 = strongly agree. With Cronbach's Alpha value of 0.903, Employee performance questionnaire was made with the adaptation of the Sayles questionnaire of Strauss and Sayles (1980) with 25-item questionnaire with five Likert scales, i.e. 1 = strongly disagree, up to 5 = strongly agree. Item of work achievement questionnaire includes 25 items with Cronbach's Alpha of 0.970. The variables studied, and the research setting are strategic management (X₁), organizational commitment (X₂), and work performance (Y) shown in Fig. 1.

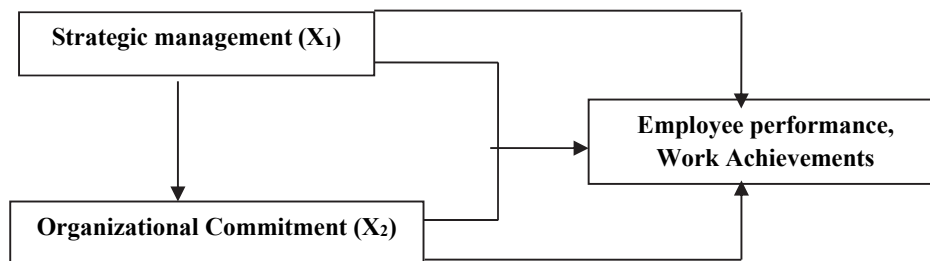


Fig. 1. Research framework

3.2 Data analysis

The data were analyzed by regression equation using SPSS 21 software. The regression equation is used to determine the prediction of how high the predictor variable value to the dependent variable. The use of regression analysis to test the hypothesis can be used if it meets five classical underlying assumptions, namely normality, multicollinearity, heteroscedasticity, autocorrelation and linearity. Further testing hypothesis in this study uses the F and t test and Coefficient of Determination Test (R²).

4. Results and findings

Table 1 indicates the descriptive findings of the study, covering total observation, mean score, deviation from the mean and range of the data set. The factor of strategic Management is covered through Q1 to Q11, where the first four items deal with the concept of understanding, item five to seven cover adequacy to company, and items eight to eleven comprise the utilization. The mean score for the first items understanding 1 to 4 (un1-un4) has a mean score above 4, indicating that respondents agree that the

strategic management process was easy to understand. The mean score for the items covering under the title of adequacy to company for the items like practicality of management (a2c1), and quick reaction by the company through proper monitoring (a2c2). However, the mean score for adaption of process in the company is 3.03, which explains that respondents were neutral for the third item of adequacy of the company's process. For the third factor of utilization, items are entitled from ut1 to ut4. The mean score for ut1 is 4.86 indicates that strategic management process was adequate for the utilization and respondents are highly agreeable with this argument. For ut2, mean score of 4.29 explains that respondents agreed with the statement that through proper utilization of the process was very much significant and playing good role in defining the overall business position. However, for ut3 and ut4 mean score was at neutral and disagree level. Next items cover the level of organizational commitment (OC), and six indicators have been added in the model (oc1-oc6). The man score for the stated indicators are in range of 2.97 to 3.50. While for work achievement (WA), the mean score for wa1 to wa3, and for wa5 was above 4, explains that respondents agreed with the states queries in the questionnaire. However, for wa4, mean score was below 4. The value of deviation from the mean for all the items was below 1 indicating an acceptable level of risk in their average values. The range of data indicates the measurement of the on five points Likert scale, ranging from 1 to 5.

After the descriptive findings, regression results are applied and presented in Table 3 and Table 4. To present the work achievement, six dimensions under the title of re-organized work, problem identification and solution, new idea and improvements, developed or implemented new procedure and system, worked on specific projects and award receipt. Table 2 indicates findings for the first three dimensions of work place achievements by the employees. The coefficients of strategic management (understanding of planning) indicates a significant & positive impact on re-organizing the work structure through easy understanding (UN1) and sequence of the processes and their link to each other (UN2). However, for "people having information about the process can run it" (UN3), and interaction and commitment of the process (UN4) have their insignificant impacts on reorganization of the work structure. For the 2nd dimension of work achievement; problem identification & solution, both UN1 and UN2 had their significant & positive impacts. For new idea & improvement, the effect of UN1 was negatively significant and for UN2 and UN4 was positive and significant for the whole sample of the study. The 2nd indicator of strategic management is adequacy to company, containing three dimensions like reasonable investment for the strategic planning (A2C1), monitoring and reacting against the market (A2C2), and adaption of the process in the company (A2C3). It is observed that only A2C1 has its significant influence on all three dimensions of work achievements, while the rest of the items had no influence on them. For the third factor of strategic management; utilization, four items like commitment from the executors (UT1), valuable information of the planning process (UT2), focusing on business to avoid un-necessary losses (UT3), and devise of strategies for goal achievements (UT4) have been added for empirical findings. It is observed that planning process with valuable information had its significant and positive impact on re-organizing of work structure, problem identification and solution, and new idea & improvements. Similar positive and significant influence is recorded for UT4 for the first three dimensions of work achievements.

For organizational commitment, six dimensions are considered and presented in Table 2 and Table 3. The effect of OC1 indicates a significant and negative influence with the coefficients of $-.073$ for Re-organizing of the work structure, $-.0526$ for problem identification and solutions, and $-.133$ for new idea and its improvement. Owing the problem of organization as its own indicates it significant and positive influence on the first three dimensions of work achievement. For attachment with the organization, the coefficient of $.107$ explains its significant influence on reorganizing the work structure. Similar positive and significant impact of $.151$ and $.102$ were observed for problem. The rest of the indicators under the title of organizational commitment indicate their insignificant influence on work achievement as observed in Table 2. The explanatory power for overall items of strategic management, and organizational commitment is $.61$ for reorganizing the work structure, $.43$ for problem identification and solution, $.62$ for new idea & its improvement. Table 3 indicates the empirical results for the

next three dimensions of work achievement; developed or implemented new procedure or system, worked on special projects, and receipt of awards. For understanding of planning, UN1 indicates an effect of .0362 for the fourth dimension, .0276 for fifth, and .119 for the sixth dimensions of work achievement. However, for UN2, significantly negative effect on work achievements (4-6) was found. The rest of the indicators for understanding of the planning were found to be insignificant for the last three dimensions of work achievements. For the 2nd factor of strategic management; adequacy to company, practicality of the process (a2c1) had a significant but negative effect of .136, .026, and .026 on work achievements factors, presented under Table 3. However, for a2c2-a2c4, the impact on work achievement is found to be insignificant. For the utilization factor of strategic management, ut2 and ut4 are positively and significantly associated with development or implementation of new procedures, worked on special projects and receipt of awards. But the effect for ut2(valuable information), and ut3 (focus on the business) is insignificant on work achievement factors (4-6).

Table 1
Descriptive Findings

Variable	Obs	Mean	Std.Dev.	Min	Max
un1	386	4.288	.288	1	5
un2	386	4.082	.216	1	5
un3	386	4.889	.226	1	5
un4	386	4.861	.316	1	5
a2c1	386	4.019	.38	1	5
a2c2	386	4.541	.31	1	5
a2c3	386	3.038	.242	1	5
ut1	386	4.867	.305	1	5
ut2	386	4.297	.247	1	5
ut3	386	3.006	.317	1	5
ut4	386	2.361	.22	1	5
oc1	386	3.503	.145	1	5
oc2	386	2.813	.432	1	5
oc3	386	2.978	.266	1	5
oc4	386	3.193	.246	1	5
oc5	386	3.272	.217	1	5
oc6	386	3.082	.27	1	5
wa1	386	4.209	.24	1	5
wa2	386	4.161	.341	1	5
wa3	386	4.867	.35	1	5
wa4	386	3.882	.379	1	5
wa5	386	4.829	.167	1	5

The factor organizational commitments reflect the way employee is associated with the business firm. It is observed that the item of happily spending the rest of the carrier with similar organization is negatively affecting the development of new procedure with the coefficient of .133. For the receipt of rewards, its effect is also significant and negative. For oc2, the coefficient of .154 is significantly linked to fifth dimension of work achievements; working on special projects. For oc3, significant and positive effect of .327 indicates that increasing level of owing the problem of organization leads towards more organizational commitment in the form of development and implementation of new procedure and systems. however, the effect of oc4, and oc5 is found to be insignificant on work achievements as expressed under Table 3. The effect of oc6 on work achievement (fourth item) is positively significant, except for fifth and sixth dimension. The results of data calculations obtained normality data from all variables is normal. The data obtained then tested the hypothesis with the results shown in Table 1. The value of F arithmetic is greater than the value of F table based on the df value of 2,628 and the significance value is smaller than the probability value of 0.05 then it shows that the independent variable simultaneously affect the dependent variable and vice versa (Fabrigar & Wegener, 2012).

Table 2
Impact of Strategic Management and Organizational Commitment

Variables	(1) Re-organized	(2) Problem Identification & Solutions	(3) New Idea & Improvements
Strategic Management: Understanding of the Planning			
un1 (Easy to understand)	0.0327** (0.0640)	0.0380** (0.0683)	-0.0362** (0.0636)
un2 (Sequence of the Process)	0.0326*** (0.0692)	0.00358* (0.0754)	0.305*** (0.0742)
un3 (Run by people having Inf. about it)	0.0201 (0.0614)	0.0247 (0.0687)	0.0686 (0.0657)
un4 (Interaction and Commitment)	-0.0257 (0.0629)	-0.0558 (0.0771)	0.118* (0.0711)
Strategic Management: Adequacy to Company			
a2c1 (Practicality of the process)	0.0734** (0.0589)	0.00471*** (0.0627)	-0.136** (0.0557)
a2c2 (Monitoring & reacting quickly)	0.0188 (0.0652)	0.0603 (0.0703)	0.0465 (0.0576)
a2c3 (Adaption of the process)	0.0374 (0.0604)	0.0481 (0.0709)	-0.0370 (0.0649)
Strategic Management: Utilization			
ut1 (Commitment from Executors)	-0.0547 (0.0577)	-0.0729 (0.0646)	0.0255 (0.0569)
ut2 (valuable Information)	0.0262** (0.0661)	0.145** (0.0680)	0.0246** (0.0617)
ut3 (Focus on the business)	0.0781 (0.0585)	0.0306 (0.0667)	-0.0102 (0.0620)
ut4 (Devise of strategies)	0.123* (0.0657)	0.0960* (0.0770)	0.00980** (0.0604)
Organizational Commitment			
oc1 (Happy to spend rest of carrier with Org.)	-0.0793* (0.0670)	-0.0526* (0.0711)	-0.133** (0.0605)
oc2 (discussion of Org. with outside people)	-0.0520 (0.0533)	-0.0137 (0.0609)	-0.00639 (0.0496)
oc3 (owing the problems of Org.)	0.148** (0.0681)	0.00967** (0.0731)	0.327*** (0.0640)
oc4 (attachment with the Org)	0.107* (0.0723)	0.151** (0.0788)	0.102** (0.0695)
oc5 (feeling part of the Family with Org.)	0.177 (0.0768)	0.116 (0.0805)	0.0180 (0.0648)
oc6 (Strong Sense of belong with Org.)	0.0951 (0.0690)	0.0668 (0.0733)	0.112 (0.0663)
Constant	0.979*** (0.308)	1.387*** (0.372)	0.657* (0.335)
Observations	316	316	316
R-squared	0.61	0.43	0.62

Robust standard errors in parentheses

*** p<0.01, ** p<0.05, * p<0.1

Similarly, the fact obtained from the comparison of the value of significance to the probability value where the value of significance is smaller than the probability value and it can be concluded that the independent variables simultaneously affect the dependent variable and vice versa. T test results for all variables respectively concluded that there was no significant difference between variables X_1 and X_2 to Y and X_1 and X_2 together to Y . The result of t test for all variables concluded that there was a difference between strategic management, organizational commitment, and organizational culture collectively on employee performance. Based on the results of calculations using linear regression we have $Y_1 = 48.801 + 0.141X_1$, $Y = 76.686 + 0.415X_2$, $X_2 = 48.801 + 0.141X_1$ and $Y = 57.203 + 0.113X_1 + 0.330X_2$.

1 **Table 3**
Impact of Strategic Management and Organizational Commitment

Variables	(4) Developed or implemented New procedures or systems	(5) Worked on special projects	(6) Received Awards
Strategic Management: Understanding of the Planning			
un1 (Easy to understand)	0.0362** (0.0636)	0.0276*** (0.0759)	0.119* (0.0617)
un2 (Sequence of the Process)	-0.305*** (0.0742)	-0.0801** (0.0815)	-0.0534** (0.0688)
un3 (Run by people having Inf. about it)	0.0686 (0.0657)	0.0505 (0.0720)	0.0123 (0.0637)
un4 (Interaction and Commitment)	0.118* (0.0711)	0.110 (0.0743)	-0.139** (0.0600)
Strategic Management: Adequacy to Company			
a2c1 (Practicality of the process)	-0.136** (0.0557)	-0.0263** (0.0653)	-0.0279*** (0.0548)
a2c2 (Monitoring & reacting quickly)	0.0465 (0.0576)	-0.0988 (0.0702)	0.00496 (0.0560)
a2c3 (Adaption of the process)	-0.0370 (0.0649)	0.0696 (0.0724)	0.0386 (0.0598)
Strategic Management: Utilization			
ut1 (Commitment from Executors)	0.0255** (0.0569)	0.0836* (0.0666)	0.00501* (0.0548)
ut2 (valuable Information)	-0.0246 (0.0617)	-0.0178 (0.0747)	0.0439 (0.0641)
ut3 (Focus on the business)	-0.0102 (0.0620)	-0.0509 (0.0703)	0.0152 (0.0582)
ut4 (Devise of strategies)	0.00980** (0.0604)	0.0126** (0.0757)	0.0602** (0.0655)
Organizational Commitment			
oc1 (Happy to spend rest of carrier with Org.)	-0.133** (0.0605)	-0.112 (0.0716)	0.129** (0.0651)
oc2 (discussion of Org. with outside people)	-0.00639 (0.0496)	0.154*** (0.0563)	-0.0811 (0.0523)
oc3 (owing the problems of Org.)	0.327*** (0.0640)	0.108 (0.0770)	-0.00313 (0.0641)
oc4 (attachment with the Org)	0.102 (0.0695)	-0.0503 (0.0751)	0.0744 (0.0660)
oc5 (feeling part of the Family with Org.)	0.0180 (0.0648)	0.0929 (0.0782)	0.116* (0.0662)
oc6 (Strong Sense of belong with Org.)	0.112* (0.0663)	0.171** (0.0745)	0.0954 (0.0615)
Constant	0.657* (0.335)	1.198*** (0.375)	2.385*** (0.370)
Observations	316	316	316
R-squared	0.82	0.58	0.52

1 Robust standard errors in parentheses
*** p<0.01, ** p<0.05, * p<0.1

Table 4
The results of statistical calculations of research data

VALUE	VARIABLE				
	X ₁ - Y	X ₂ - Y	X ₁ - X ₂	X ₁ , X ₂ - Y	
				X ₁	X ₂
B	0.141	0.415	0.141	0.113	0.330
t- arithmetic	5.668	16.157	12.905	3.179	4.763
Sig (α)	0.000	0.000	0.000	0.002	0.000
Konstan	48.801	76.686	48.801	57.203	57.203
R ²	0.061	0.089	0.076	0.127	0.127
Adjusted R ²	0.058	0.087	0.074	0.121	0.121
F-Test	25.228	12.329	32.126	18.848	18.848
DW	1.396	1.344	1.822	1.354	1.354
Tolerance	1.000	1.000	1.000	0.894	0.938
VIF	1.000	1.000	1.000	1.119	1.066
Level %	6.1%	3.1%	10.6%	7.6%	

5. Discussion

Based on the above stated findings, the developed hypothesis is tested while considering the focus on employee performance and strategic management, which specifies that organizational findings are significantly associated with it (Hubbard, 2018). Meanwhile, findings significantly explain that various strategies have been implemented by the business organization to achieve its goals. Similar findings have been expressed in the study of Kurniawati (2017) who explains that teacher performance is very much associated with the organizational strategies. Meanwhile innovative focus of the firm indicates that human resource management of the firm can lead to the better organizational efficiency and lowering the conflict between the employees and firm. Some other studies explain that for the awareness in the business, the overall mission and vision statements of the business can improve the effectiveness. Based on the stated findings, it is also expressed that strategic management has a positive link with the employee performance (Heris, 2014). Supported in the findings of Murdiyani (2016), it is stated that workload, job satisfaction and organizational commitment can significantly affect the performance of those employees who are working with the organization over the long run. Based on the results of data analysis and discussion explained it can be concluded that organizational commitment also affects the performance of employees. The results are also supported by Giri et al. (2016) which concluded that organizational commitment had a significant effect on employee performance. Meanwhile, Habib et al. (2014) stated that organizational culture had a strong and profound impact on employee performance, which helps employees complacent with the organization thereby increasing the productivity of employees. Research findings also indicate that organizational commitment can lead to more satisfaction of the employees. It shows that organizational level of commitment has direct influence on the performance of the employee as found by Rustini et al. (2015). They suggested that commitment from the employee can lead to the better organizational results. The results of research calculations on hypothesis testing obtained strategic management influence on organizational commitment. The findings of this study are in line with Paşaoğlu (2015) research findings which suggest that HR management practices had an effect on commitment to a single organization in a systematic way. The results obtained by the new direction shed light on the importance of human resource management practices. The results show that strategic management significantly influences organizational commitment. Meanwhile, Abubakar et al. (2015) states there is a strong significant relationship between other HRM variables and organizational commitment. Giauque et al. (2014) disclosed that organizational support, procedural justice and organizational reputation can clearly affect the commitment of knowledgeable employees, while other HRM practices such as involvement in decision making, management skills or levels satisfaction with a salary that had no impact on the commitment of a knowledgeable employee. Hypothesis testing analyzed obtained strategic management, and organizational commitment, together affect the employee performance. This shows that strategic management, and organizational commitment and strategic management, and organizational commitment together affect the performance of employees. The findings of parallel research with Setiowati et al. (2017) concluded organizational culture, leadership style, organizational commitment and internal control influence on performance. Organizational culture, style of leadership, organizational commitment, coach handling and application of good government simultaneously influence on performance. Based on the research findings, it can be concluded that there was a significant relationship between strategic management and organizational commitment, between strategic management and organizational culture, between management strategy and employee performance, between organizational commitment and culture, between organizational commitment and employee performance, between organizational culture and employee performance, and together there is a significant influence between strategic management, organizational commitment, organizational culture and employee performance in Higher Education Muhammadiyah. The results are also supported by Giri et al. (2016) and states that 1). Job involvement has a significant influence on organizational commitment; Job involvement has no significant influence on knowledge sharing; and job involvement has a significant effect on employee performance. 2). Organizational commitment has a significant influence on knowledge sharing; organizational commitment has a significant influence on worker achievement and 3) Knowledge sharing has a significant effect on worker achievement.

6. Conclusion

The results of this study have concluded that strategic management and organizational commitment affect the performance of employees, as well as strategic management and organizational commitment, together affect the performance of employees. Employees are the spearhead of educational success, so it is necessary to make improvements both internally and externally. Employees are required to have a working performance that is able to provide and realize the wishes and wishes of all parties involved in the general public who have given confidence to employees (lecturers) in building students. To explain the relationship between strategic management process through understanding and planning, adequacy to company, and utilization with organizational commitment and work achievement, an empirical relationship was developed and examined. For organizational commitment, factors like reorganizing of the work structure, problem identification & solutions, and new idea & its improvements were examined through strategic management and organizational commitment. It was observed that the impact of easy to understand and sequence had their significant impact on the value of first three items of organizational achievements. Meanwhile the factor of adequacy to the company through practicality of the process reflects was significant and positive influence on work achievements for the selected employees in Indonesian Universities. For utilization, it was observed that valuable information had its significant influence on first three dimensions of work achievements. For the work achievement factors like development or implementation of new procedure or system, working on special projects, and receipt of awards, it was observed that strategic management and ease of understanding had their significant and positive impact. Meanwhile, for the sequence of process, significant and negative effect was observed for the last three dimensions of work place achievements. From 2nd factor of strategic management; adequacy of strategic management process to the company, the item under the title practicality of the process had a significant and negative influence on work achievements; items four to six. For the utilization of strategic management process, findings were in favor for the assumption that commitment from the executor of the process had its significant and positive influence under full sample of the study. All of the stated findings were symmetrical for the argument that strategic management process components with the presence of organizational commitments significantly affected the work achievements dimensions. These findings have provided a meaningful document for the management of selected educational institutions, their management and employees as the above stated empirical findings are supporting for the triangular association among strategic management, work place commitment and work achievements. It was observed that strong organizational commitments like owing the problem of institutions, and attachment with the organization have their significant and positive influence, providing a new insight for the management to put more focus these commitment dimensions as they were directly associated with the work achievements. However, the 2nd point to consider from management perspective is negative and significant influence of negative effect of spending carrier in the similar organization and its significant impact on work achievement. This negative relationship needs serious attention from the management, reflecting the assumption that employees in the universities did not happily agree to spend their whole carriers with the same organization. Ignoring such issues can create some performance hurdles and low work achievements in coming time if they are not addressed in a reasonable way. However, another consideration of the findings can be from the attachment with the organization which is positively impacting the work achievement. Higher management should also put their significant attention to sustain the similar thoughts within the organization from their employees for the better organizational commitment and achievements. In addition, as per the future directions, this study can be reconsidered in coming time while adding the strategic management “development process” with some new capabilities like the objectives of the program, linkage of various business strategies to each other, defining level of competency for the senior management, integration of performance measurement system with organizational work place achievements, and transformation of strategic management process into new and technological dimensions. Adding such factors in coming research will provide some better findings with more generalizability for some significant decisions in the business. As per the implications, this study can be helpful for both public and private sector for the making dominant strategies and their link with the organizational commitment and work achievements.

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